APF Management Cluster

Background

All pharmacy professionals need to be able to demonstrate management skills. As pharmacists progress through their careers, it is inevitable that management skills need to be developed further as more experienced roles will include organising and delivering service objectives in a timely fashion including managing others. Advanced roles may include responsibility for people management and performance review; budgetary management; managing the ever present risk that accompanies pharmaceutical care; or managing teams or organisations through a period of change. The levels of management skills required increase with increasing responsibility and/or scope of influence.

Getting Started with the Management Cluster

i.   Read the APF Management cluster outline and familiarise yourself with the areas and competencies. Look at the 'evidence examples mapping tool' for ideas of examples of practice that may be relevant to your professional practice. Please feedback any examples you have that are not listed to us at the RPS.

ii. Conduct a self assessment exercise to see at which stage you feel you are currently practicing. The 'evidence examples mapping tool' may help you map your evidence against the appropriate Faculty stage for this process.

Tips

- If you are reviewing the APF one section at a time it is useful to be familiar with the other clusters as many examples of practice will also cover different competencies across the framework; you may generate ideas for evidence for other clusters as you go along.
- You might not feel you are a "manager" if you do not have line management responsibilities or you are not in a senior management position where the competencies in this cluster are embedded into the job description and daily duties. However, we all need to remember that management starts with self and extends to projects and team management as your career progresses. Also, many of the competencies at foundation start with "knowing" or understanding different management principles rather than "doing" or "directing". Consider one or two examples of projects you have been involved in and consider the aspects you personally managed. Think about the management principles outlines in the cluster and use them to plan your next project taking more of a directive role.
- Once you have identified some evidence you can add this to your APP on the RPS website.
- Discuss with others e.g. your mentor or peer supporters how you can develop yourself to meet identified areas within the framework or find ways to fill gaps in your evidence for your portfolio.

Tip for Peer support
Discussions with colleagues and groups of colleagues can help share ideas and examples of how different areas can be approached within your field of practice. We know this is a useful and supportive way to share development opportunities and solve problems.

Structure

The cluster is split into nine specific competencies within management.

Each competency is described at three stages of practice: Advanced Stage I, Advanced Stage II and Mastery.

Advanced Stage I - Either early stages of specialisation and advancement, or established in a role, performing well, advanced beyond foundation years

Advanced Stage II – An expert in an area of practice, experienced. Routinely manages complex situations and a recognised leader locally/regionally

Mastery - Aligned to recognised leader in community or primary care; Consultant and corporate level practice in NHS; equivalent leads in academia; business / corporate leadership roles in industry; business or strategic leader in community. A nationally recognised leader in an area of expertise (often internationally), alongside a breadth of experience and expertise.

You may find you are currently at different stages across clusters.

The individual competencies in Management (cluster 4) are:

4.1 Implementing National Priorities
4.2 Resource Utilisation
4.3 Standards of Practice
4.4 Managing Risk
4.5 Managing Performance
4.6 Project Management
4.7 Managing Change
4.8 Strategic Planning
4.9 Working Across Boundaries

4.1 Implementing National Priorities
You can demonstrate that you understand, interpret, apply or contribute to the development of national priorities relevant to you or your team's area of practice.

The three stages are:

Advanced Stage I - Demonstrates understanding of the implications of national priorities for the team and/or service.
Advanced Stage II - Shapes the response of the team and/or service to national priorities.
Mastery - Accountable for the direct delivery of national priorities at a higher level.

4.2 Resource Utilisation
You can demonstrate that you are able to effectively use the resources available to you to complete your objectives. Initially this may be working effectively within team structures or budgetary constraints set by other people. As you progress you may develop alternative ways of working to maximise efficiencies and channel resources into other areas.

The three stages are:

Advanced Stage I - Demonstrates understanding of the process for effective resource utilisation.
Advanced Stage II - Demonstrates ability to effectively manage resources.
Mastery - Demonstrates ability to reconfigure the use of available resources.

4.3 Standards of Practice

You can demonstrate that you are aware of and conform to standards of practice for example the RPS Professional Standards for Hospital Pharmacy Services, RPS Professional Standards for Public Health, GPhC regulatory standards or other standards relevant to your professional role. At first this will relate to your own practice and as your career progresses will develop to influencing and accountability for others or developing standards to be used across an organisation or the profession as a whole.

The three stages are:

Advanced Stage I - Demonstrates understanding of, and conforms to, relevant standards of practice.
Advanced Stage II – Demonstrates ability to set and monitor standards of practice at team and/or service level.
Mastery - Accountable for the setting and monitoring of standards at a higher level.

4.4 Managing Risk

You can demonstrate an awareness of risk and how it should be managed to minimise potential for patient harm.

The three stages are:

Advanced Stage I - Demonstrates ability to identify and resolve risk management issues according to policy/protocol.
Advanced Stage II – Develops risk management policies/protocols for the team and/or service, including identifying and resolving new risk management issues.
Mastery - Is accountable for developing risk management policies/procedures at a higher level, including identifying and resolving new risk management issues.

4.5 Managing Performance

You can demonstrate a consistent approach to effective performance management initially of self through to managing teams or service delivery at higher levels.

The three stages are:

Advanced Stage I - Follows professional and organisational policies/procedures relating to performance management. Refers appropriately to colleagues for guidance.
Advanced Stage II - Is accountable for performance management of the team or group of personnel.
Mastery - Is accountable for performance management at a higher and/or institutional level.

4.6 Project Management

You can demonstrate that you are able to, over the course of your career plan, design, manage and evaluate a project to effectively achieve outcomes.

The three stages are:

Advanced Stage I - Demonstrates understanding of the principles of project management.
Advanced Stage II - Demonstrates ability to successfully manage a project at team and/or service level.
Mastery - Demonstrates ability to successfully manage a project at a higher level.

4.7 Managing Change

You can demonstrate that you are able to effectively manage and embed change in practice and culture.

The three stages are:

Advanced Stage I - Demonstrates understanding of the principles of change management.
Advanced Stage II - Demonstrates ability to manage a process of change for the team and/or service.
Mastery - Demonstrates ability to manage a process of change at a higher level.

4.8 Strategic Planning

You can demonstrate that you are able to think ahead to how your business, team or service will look in the future and continuously plan for future developments in your current practice.

The three stages are:

Advanced Stage I - Demonstrates ability to think 4-12 months ahead within a defined area. Plans the work programme to align with strategy. Demonstrates understanding of formal structures.
Advanced Stage II - Demonstrates ability to think over a year ahead within a defined area. Demonstrates understanding of culture and climate and ability to plan with the whole of the organisation in mind.
Mastery - Thinks long term and sector wide. Takes the long term perspective. Demonstrates understanding of organisational politics and changes in the external environment.

4.9 Working Across Boundaries

You can demonstrate that you are able to work outside boundaries both within and external to your organisation and the profession. This is essential in the changing environments of NHS/education/industry/regulation as well as across the countries in GB.

The three stages are:

Advanced Stage I - Demonstrates ability to extend boundaries of service delivery within the team.
Advanced Stage II - Demonstrates ability to extend the boundaries of the service across more than one team.
Mastery - Demonstrates the value of extending service delivery across boundaries in the external environment.

An Example of Applying the Management Cluster to an Example of Your Practice (using an example for colleagues working across hospital and community practice)

You wish to set up an anticoagulant monitoring service in your community pharmacy to promote safer prescribing of anticoagulants following up patients discharged recently from outpatients.
[4.1 Implementing national priorities; 4.6 Project management; 4.8 Strategic planning; 4.9 Working across boundaries]

You map out all the aspects to your project you need to consider:

- Financial planning and conversations with local commissioners
  [4.2 Resource utilisation]
- Research standards of practice used in similar services or develop own standards of practice
  [4.3 Standards of practice]
- Staff training and accreditation at initial set up
  [4.4 Managing risk]
- Introduce change and monitor how it has been embedded into practice
  [4.7 Managing change]
- Devise on-going system for updating knowledge and skills and re-accreditation
  [4.5 Managing performance]

This example may also provide evidence for other clusters of the APF, for example:

EPP - Expert skills and knowledge in anticoagulant medications, patient care responsibilities, professional autonomy.
CWR - Communication, team work and consultation with local patient population, commissioning bodies.
L - Strategic context in understanding needs of patient population; clinical governance in ensuring patient safety is improved by and not compromised by the project; innovation in showing a demonstrable improvement in service delivery; service development.
ET&D -Conduction education and training; continuing professional development.
R&E - Critical evaluation; research evidence into practice.